

PERSONNEL MOVEMENT AND MANAGEMENT PROGRAM (PMMP)

Purposes of PMMP

Improve succession and leadership planning by estimating turnover in senior positions and identifying and developing prospective candidates.

Stimulate the systematic personal development of individual employees in accordance with management's assessment of personal needs and to the extent feasible with the expressed interest of employees.

Increase the participation of Deputy Directors in the process of executive and personal development.

Conform to requirements of the Federal Guidelines for Executive Development by estimating turnover in executive positions; identifying and developing potential replacements; increasing their versatility by exposure to different kinds of experiences; and effectively utilizing training resources for personal development.

PERSONNEL MOVEMENT AND MANAGEMENT PROGRAM (PMMP)

Development of Executives and Pre-Executives

Products

Executive Candidates  
Roster (EXEC) and  
Executive Develop-  
mental Training and  
Assignment Require-  
ments List

Procedures

Each career service to complete review of officers in the Grades GS-15 through GS-17 expected to leave the Agency during FY 1973-1976 and identify candidates GS-13 and above as potential replacements (ordinarily two or more prospects). To the extent practicable each career service to evaluate the positions GS-15 and above that will become vacant during FY 1973-1976 and to focus on the principal characteristics or requirements essential to effectiveness in each of these positions identified. Some of the career services may be required to estimate turnover and the need for replacements in one or more of the Grades GS-15 and above by total numbers, rather than by individual vacancies in such grades.

Each career service to evaluate personal developmental needs of each EXEC candidate, taking into consideration (1) the special requirements of the position or positions concerned when applicable and (2) the desired developmental improvements or experience specifically applicable to the individual concerned.

Each career service to forward EXEC Roster and EXEC Executive Developmental Requirements List to Deputy Director concerned.

Each Deputy Director to review materials with Heads of Career Services concerned.

Each Deputy to forward Directorate Executive Development Program to ExDir-Compt. (with Deputy's comments).

Procedures

ExDir-Compt. to meet separately with each Deputy on his Executive Development Program.

ExDir-Compt to meet with Deputies as members of EMRB in discussion of Agency Executive Development Program.

PMMP Form 1  
Date \_\_\_\_\_

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- A/ First, show for FY 1973 all expected vacancies in GS-17 through GS-15 resulting from officer separations (in descending grade order); then present information for years FY 1974-FY 1976 in same way.
- B/ Vacancies in each year during FY 1973-FY 1976 will arise from the departure of senior officers during the same time period. Their names should be attached to this Form. It may be impossible or impractical to identify the specific positions that they will actually vacate at the time of their separation. Moreover, if officers are filled within a career service, the retirement of a GS-17 officer would also create additional vacancies at the GS-16 and GS-15 levels and a GS-16 vacancy would create an additional vacancy at the GS-15 level. These additional vacancies should be kept in mind and plotted at the GS-16 and GS-15 levels in this Form. Whenever known and appropriate, the job or jobs that would be vacated each year by the separation of an officer GS-15 through GS-17 should be shown. In some career services it may be sufficient to show the total number of vacancies by organization or functional groups, rather than specific titles, that will have to be filled each year. Perhaps a combination of the two approaches can be used; i.e., positions at Grade GS-17 and numbers by functional groups at the GS-16 and GS-15 levels.
- C/ It is suggested that two or more candidates should ordinarily be identified from among employees GS-13 and above for each identified job vacancy. (Twice as many candidates as the total number of estimated vacancies per organizational or functional group should ordinarily be identified when this method of estimating is used in lieu of identifying vacancies by position title.)
- Prospects may be designated from outside the career service. The same employee may appear as a candidate for more than one vacancy expected to occur during FY 1973-FY 1976. (The testing, coaching, observing, and developing of such employees should take into account the requirements of the position or the organizational or functional grouping for which they have been designated as prospective replacements.)
- D/ If a prospective candidate is scheduled to retire within two years from the date he would incur the expected vacancy or is being considered to fill a vacancy for a period of two or less years, attach to this table an explanation why he is a candidate (e.g., level of qualifications or future utilization and development). Likewise, attach a similar explanation in the event an employee outside the career service is designated as a prospective replacement.
- D/ The Head of the Career Service is asked to evaluate the advancement potential of each candidate appearing in this Roster and to insert the appropriate number in this column: 1 - one grade; 2 - two grades; or 3 - over two grades.

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FMMP Form 2

Date \_\_\_\_\_

\_\_\_\_ Career Service

EXECUTIVE DEVELOPMENT TRAINING AND ASSIGNMENT INVENTORY

Name of Executive Candidate To Be Developed	Substantive, Managerial and Professional Job Assignments, Experiences and Orientations		Training (within Career Service, OTR, External, College, etc.) and other Developmental Actions	
	Action(s) and Purpose(s)	When	Action(s) and Purpose(s)	When

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